Assistance for Afghanistan's Anti-Corruption Authority (4A) Project

Annual Report

October 1, 2010 - September 30, 2011

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MANAGEMENT SYSTEMS INTERNATIONAL

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EXECUTIVE SUMMARY

Despite the many challenges of conducting an anti-corruption project in Afghanistan at this time, the USAID-sponsored "Assistance for Afghanistan's Anti-Corruption Authority" (4A) Project has accomplished many of its targeted objectives over its first year of implementation. The 4A Project has:

- Developed a trusting relationship with the High Office of Oversight and Anti-Corruption (HOO) management and staff at all levels.
- Focused its efforts on developing both the institutional and functional capacities of the HOO to perform its mandated tasks.
- Sought to achieve measurable and visible impacts that will build public and donor confidence in the HOO as coordinator of the national anticorruption program.

In particular, the project has succeeded in the following areas:

- Supporting the development and approval of a new three year Strategic Plan for the HOO
- Conducting a Human Resources Assessment of the HOO and getting management to realign the organizational structure by merging several units
- Launching a series of Asset Registration workshops that will reach all ministries and major government departments in Kabul by December 2011, which educates eligible officials about their obligation to submit asset declarations annually and to collect declarations on the spot
- Initiating close cooperation between the HOO and FinTRACA to promote active bank account verification of asset declarations
- Promoting the use of "business process reengineering" tools to focus ministries and major government departments on their key corruption vulnerabilities when designing their anti-corruption action plans
- Standardizing complaint management procedures and case tracking efficiencies
- Coordinating with UNODC and UNDP programs to implement an improved case tracking system, generating a training plan, and constructing a new conference room for the HOO
- Generating dialogue among civil society groups, the mass media, private sector organizations, the HOO, and other anti-corruption entities to promote understanding and to design better programs
- Developing and disseminating brochures and flyers to educate the public about corruption and the HOO's role in fighting corruption
- Activating four NGOs through small grants to conduct public education on corruption and working with government agencies to generate better anti-corruption procedures
- Conducting a nationwide public opinion survey that generated recommendations on how the HOO can improve its public outreach capabilities and improve its operations to serve citizens better.

By the end of Year 1, the Project succeeded in achieving the following results against performance indicators:

- Two institutional mechanisms were implemented and 25% of their recommendations were initiated (target: two mechanisms and 20% initiated)
- 21.6% of government officials eligible to register their assets were notified of their obligation through workshops and flyers; (target: 20% notified)
- Percent of asset registrations verified by the HOO: 2% verified of declarations submitted this year, with a target of 2%. (should match format of previous bullet points)
- 39 ministries and government departments submitted acceptable anticorruption action plans to the HOO (target: 5)
- 72% of Afghans indicate awareness of the HOO and its activities (no target)
- 73% of Afghans evaluate the HOO and its work positively (no target)

- 22 anti-corruption reform initiatives were implemented jointly by the HOO, civil society and private sector stakeholders (target: 3 initiatives)
- 992 government officials received USG-supported anticorruption training through the 4A Project (target: 100).

The Project was deficient on a few additional performance indicators:
- 16.8% of eligible officials actually submitted their asset registration between October 2010 and September 2011; overall, 71.2% of all eligible officials have registered their assets since the program began in 2009 (target: 60% registered this year)
- Number of inter-institutional protocols implemented by the HOO: 0, with a target of 2.
- Number of anticorruption measures implemented by the government: 5, with a target of 10.

Since many activities have been initiated during the first year of the 4A Project, expectations for Year 2 include bringing many of these activities to fruition and starting new reform and capacity building initiatives. While many of the challenges that faced the project at the onset are still potent barriers, the project team's effectiveness in Year 1 bodes well for progress in meeting the project's performance goals and enhancing the capacity of the High Office in Year 2.

PROJECT OBJECTIVES

The Assistance for Afghanistan's Anti-Corruption Authority (4A) Project was awarded to Management Systems International (MSI) by the United States Agency for International Development (USAID) and began on October 1, 2010. The first option year was exercised and awarded in September 2011, thus extending the project through September 29, 2012.

The purpose of the 4A Project is to support the Government of the Islamic Republic of Afghanistan (GIRoA) in its efforts to build a strong, effective institution to lead, monitor and report on efforts to combat corruption in Afghanistan. The main Afghan government counterpart for this project is the High Office of Oversight and Anti-Corruption (HOO), which is one of several anticorruption institutions that need to coordinate their efforts effectively to accomplish the broad mandate of reducing corruption in Afghanistan. Civil society organizations (CSO) constitute the other major counterpart for the 4A Project. With technical and grant support, CSOs can play an important role in educating the public about corruption, leveraging the impact of the government's anticorruption program, conducting external oversight of government agencies, and advocating to keep the fight against corruption high on the government's agenda.

The 4A Project has pursued four objectives, focused on building the capacity of Afghanistan's High Office of Oversight and anticorruption CSOs in the following areas: (a) strategic planning and institutional development; (b) HOO's priority areas of operation; (c) public outreach and communications on the government's anti-corruption program and support to civil society organizations to promote their participation, including grants; and (d) limited office renovations and equipment. Under instruction from USAID, the project did not conduct activities for a fifth objective dealing with regionalization of HOO activities during the first year of operations.

In more detail, the 4A Project has four active objectives that are included in the project's task order.

Objective 1. Assist the HOO to develop and implement effective planning for institutional development and sustainability and to model transparency and accountability in its procedures. This objective is aimed at improving the overall institutional capacity and sustainability of the HOO, particularly its ability to plan for and mobilize sufficient personnel and resources to assure it can operate effectively at the end of this project. At the same time, as the premier anticorruption entity in Afghanistan, the HOO will need to operate as a model of transparency and accountability. HOO may need to implement organizational changes related to expanded mandates and authorities contained in the 2010 Presidential Decree and Executive Order.

HOO Deputy Director-General Zulali addresses the Asset Registration workshop at the Health Ministry

Objective 2. Assist the HOO to carry out responsibilities in priority areas.
This objective focuses on the operational effectiveness of HOO in selected program areas that have been identified as priorities by the Afghan government. In the first year, these priorities will be asset declaration and verification; complaints management and case tracking; and coordination, monitoring and reporting of government anti-corruption performance. The HOO is also expected to lead the effort to review and reform

a number of laws, including the Penal Code, to bring them in line with the UN Convention Against Corruption. These priority areas may change in the option years, or additional priorities may be added based on the priorities of the Afghan government, the demonstrated capabilities of the HOO, and/or other considerations such as the availability of other international assistance.

Objective 3. Assist the HOO to successfully publicize its work, promote improved public perception of the Afghan government's anticorruption efforts, and engage stakeholders from Afghan civil society and the private sector in formulating and assisting anticorruption efforts.
This objective focuses on the HOO's ability to promote realistic expectations and positive evaluations of its anticorruption work, and that of the broader government, through public outreach and transparency initiatives. It also encompasses efforts to constructively engage civil society and the private sector to inform the Afghan government's anti-corruption efforts and help them succeed.

Objective 4. Provide the HOO with needed facilities and equipment to achieve all of its objectives.
Under this objective, the contractor shall provide HOO with assistance to upgrade or refurbish office space in Kabul and/or in several provinces, based on the needs of the HOO and in consultation with USAID. The contractor shall also provide HOO with needed equipment.

ACTIVITIES CONDUCTED

During Year 1, the principal activities conducted by the 4A Project have included the following:
- Development and government approval of a three year Strategic Plan for the HOO
- Development of a Human Resources Assessment of the HOO with implementation plan
- Practical technical assistance, training workshops and on-the-job training by four international experts in complaint management, business process reengineering, and asset declaration/verification that resulted in recommendations for reform and changes to procedures to increase HOO effectiveness
- Launching of a series of workshops in more than 24 ministries and major government agencies to educate eligible officials of their obligation to register their asset declarations
- Merging of several existing case tracking systems to effectively monitor the processing of corruption complaints and their referral to the Attorney General for further investigation and prosecution
- Development and dissemination of brochures to build public awareness of the HOO, its complaints function, and the asset registration and verification function
- Training in business process reengineering, action planning and consulting support for HOO staff so that they can support ministries and government departments to develop and implement effective anticorruption action plans
- The award of 4 grants to NGOs to reengineer several ID renewal procedures to reduce corruption opportunities, build public awareness, and implement watchdog activities
- A nationwide survey to help the HOO conduct better public outreach, with the right message to the right audience, strengthen its complaints management function, and improve the effectiveness of its regional offices
- Support to the Joint International Monitoring and Evaluation Committee (MEC) by hosting an NGO dialogue forum during the MEC's quarterly meeting
- Essential security enhancements implemented for HOO's new office space.

ACCOMPLISHMENTS

Through its activities and coordination with the HOO and civil society groups, the 4A Project has achieved the following results.

MSI President Larry Cooley signing MOU with HOO Director-General Dr. Lodin

Objective 1: Assist the HOO to develop and implement effective planning for institutional development and sustainability and to model transparency and accountability in its procedures
With the help of the 4A Project in the base year, the HOO produced a new three year Strategic Plan that was approved in December 2010. In addition, a Human Resources Assessment was completed and briefed to HOO management. In each of the HOO's functional areas, work began to implement some of the Assessment's recommendations, including the development of a training plan, clearer job descriptions, a realigned organization structure, and basic standard operating procedure manuals.

> **Expected Outcome 1.1: Needs assessment and strategic plan is completed for the HOO.**
> This was achieved. The assessment and strategic plan were developed with extensive participation by management and staff, translated into Dari, discussed in focus groups among staff, and now provides strategic direction to the organization.

> **Expected Outcome 1.2: Institutional development and sustainability strategy is developed.**
> This was achieved, as part of the Strategic Plan described above. The UNDP ACT Project is now supporting the implementation of the Strategic Plan.

> **Expected Outcome 1.3: Staffing plans, position descriptions and qualifications are developed.**
> This has been partially achieved. A Human Resources Assessment with implementation plan was developed and was briefed to the HOO's management. It incorporates many recommendations to strengthen the organizational structure, human resources profile and training plan for the HOO. These recommendations have been endorsed by the Director General and will be implemented with 4A Project assistance in Year 2. Some recommendations to realign the organization structure – merging units -- have already been implemented by the HOO.

Expected Outcome 1.4: Training plan is developed and implemented.
>Not yet achieved. This is a recommendation from the Human Resources Assessment. A training plan will be developed and implemented in Year 2 of the project, in coordination with the UNDP ACT Project.

Expected Outcome 1.5: HOO identifies suitable office space in Kabul.
>This was achieved. The HOO moved to its new offices in early June, bringing all of its functional areas together in one building. The 4A Project rapidly implemented several security renovations to make the building safer for its staff.

Objective 2: Assist the HOO to carry out responsibilities in priority areas (asset registration and verification; complaints management and case tracking; coordination, monitoring and reporting)

This objective focuses on the operational effectiveness of HOO's key program areas. In the base year, these priorities were asset declaration and verification; complaints management and case tracking; and anticorruption action planning support. Work on these priorities is progressing well and will continue into Year 2. 4A is supporting asset registration workshops in all central ministries and government departments. Results are on-the-spot registrations from a large percentage of eligible officials. Pilot verification approaches are also being tested. For example, 4A is facilitating close cooperation between the HOO and FinTRACA and the training of HOO staff (from the Asset Declaration and Verification, and IT Departments) by FinTRACA on encrypted information exchange. 4A is also building HOO staff capacity in consulting skills for anticorruption action planning and business process reengineering (BPR). A practical handbook has been written and translated into Dari to ensure consistent approaches to BPR and administrative simplification across ministries. 4A is supporting the HOO complaint management and case tracking staff to improve and standardize procedures and build efficiency to handle greater complaint workloads. Lastly, 4A is assisting the HOO to upload online asset registration and complaint forms to its website. All these activities have been designed to result in sustainable procedural changes that will make the HOO more effective in conducting its mission and yielding measurable results.

Expected Outcome 2.1: Needs assessment carried out.
>This was achieved. The Strategic Plan process included assessments of each priority function performed by the HOO, laying out goals, challenges, needs and activities.

Bertrand deSpeville makes presentation on anticorruption action planning to HOO.

Expected Outcome 2.2: Semi-annual operational plans for all program areas are developed and implemented.

This was partially achieved. Based on the Strategic Plan, the 4A Project and HOO departments developed short-term action plans indicating joint tasks that will be accomplished with the Project's assistance. Some of these action plans were incorporated into the overall MOU signed between the Project and the HOO which lays out a roadmap to achieve Afghan anticorruption goals.

Expected Outcome 2.3a: Visible reforms are undertaken to enhance asset declaration and verification functions.
>This has been partially achieved. Workshops began in June 2011 and will continue through the end of 2011 to educate eligible officials about their obligation to declare assets – all at the central level. A total

Government officials complete asset declarations at project-sponsored workshops

of 24 workshops were conducted by the end of September for high government officials resulting in 394 submitted declarations, of which 59 were from female declarants. This will be expanded to members of Parliament and provincial officials after September. An E-filing option will be developed for provincial officials and Afghan's foreign ambassadors in Year 2. A publication policy for declarations is being developed for Year 2. Several outreach materials were developed to answer officials' questions encouraging them to comply (brochure and FAQ sheet). A census of eligible officials is being collected by the 4A Project as part of the outreach workshops. Pilot verification methods are being tested, including the checking of bank records and immovable property. To promote systematic verification of asset declarations against bank records, 4A brought the HOO and FinTRACA together to remove obstacles to collaboration in their asset verification work. FinTRACA trained HOO staff on how to transmit encrypted banking information. However, general lack of access and absence of adequate databases on financial and property records are hampering the verification process. To overcome this barrier, 4A is assisting the HOO to draft MOUs with those government ministries and agencies that are directly implicated in the asset verification process. Additionally, the inability to recruit qualified staff (due to salary limits) is reduceing capacity.

Expected Outcome 2.3b: Visible reforms are undertaken to enhance complaints management/case tracking functions.
This has been partially achieved. The project, in coordination with UNODC, is merging several case tracking system that will upgrade the HOO's ability to effectively monitor case progress. A public outreach plan is being conducted involving distribution of brochures and NGO awareness campaigns, targeting women in particular. An e-complaint function is being added to the HOO website. More reliable complaint boxes are being procured under the project to be installed during Year 2 in all major ministries in Kabul. More effective procedures will be introduced as a result of expert assessment of current practices.

Expected Outcome 2.3c: Visible reforms are undertaken to enhance coordination, monitoring and reporting of government anticorruption performance.
This has been partially achieved. Training in business process reengineering, consulting skills and action planning methods is improving HOO capacity to work with ministries to reform "corruption risky" practices, especially those referred to in the London and Kabul Conference Communiques and the NPP-2. Ten key ministries are targeted for assistance in Year 2.

Expected Outcome 2.4: HOO initiates and provides technical input to the Afghan government's efforts to reform laws.
This has been partially achieved. The 4A Project commented on new versions of a draft law that integrates and reforms the current anticorruption law.

Objective 3: Assist HOO to successfully publicize its work, promote improved public perception of the Afghan government's anticorruption efforts, and engage stakeholders from civil society in formulating and assisting anticorruption efforts.

By itself, the Afghan government is limited in its capacity to fight corruption. The country requires an active, knowledgeable and empowered civil society that can educate citizens about their rights, make the public aware of how to confront corruption, keep the issue high on the public agenda, and conduct oversight and watchdog activities, among other activities. What is required is to develop the capacities of non-state actors such as NGOs, community-based organizations (CBOs), other civil society bodies and both the media and the private sector to address corruption through individual and collective efforts and through effective partnerships between themselves and government bodies. Educating the public on issues of accountability, transparency and integrity, and on their roles and civic responsibilities will require good public communication, sustained outreach efforts and active engagement. This will require encouraging, supporting and nurturing civil society activism not only to do their share in fighting corruption but also to monitor and oversee governmental efforts. A strong, alert and active civil society in Afghanistan will be a positive force in fighting corruption and a useful companion to HOO. Four grants were issued by 4A during the base year -- three conducted public awareness campaigns to simplify certain administrative procedures, and one was engaged in research on anti-corruption.

Action planning workshop held for HOO at MSI villa.

Expected Outcome 3.1: HOO initiates consultations with private stakeholders and develops plans for coordinated anticorruption efforts.

This has been achieved. Several dialogue sessions were organized between HOO and private/civil society groups to begin discussing HOO programs and how civil society can participate. The grants program during Year 1 provides another forum within which the interested sectors can dialogue. Two of the four grants awarded are to major women's NGOs. Four civil society grants were awarded and completed. Over the course of their work, these grants:

- Generated anticorruption awareness within the private sector and established a consortium to sustain the effort
- Conducted anticorruption awareness campaigns and documented government procedures for obtaining passports, national IDs, and drivers licenses
- Conducted research on bottlenecks at the Ministry of Finance when seeking trade license renewals and recommended simplification
- Conducted workshops for labor union representatives to generate greater awareness of anticorruption programs and ethical responsibilities of citizens

A National Anticorruption Dialogue Forum was organized and conducted by the 4A Project. One hundred and thirty-eight CSO and media representatives participated (in Kabu in-person and in 12 provinces via Skype) to discuss the national anticorruption program and civil society's role. The MEC members and a civil society leader served as panelists.

The nationwide survey conducted during Year 1 offers a structured set of public opinions that can help the HOO direct its activities most effectively. Three professionally produced brochures were produced and disseminated to promote better understanding and use of HOO's services – concerning asset registration for government officials,registering complaints by citizens, and a general informational flyer.

Objective 4: Provide HOO with needed facilities and equipment to achieve other objectives
Under this objective, the 4A project has implemented rapid security-related improvements to the new HOO office building, including entrance gates, interior steel doors and watch towers.

Expected Outcome 4.1: HOO has functioning office space in Kabul that meets its operational needs.
This was achieved. Security enhancements were implemented by 4A to strengthen key exterior and interior locations.

AFGHANIZATION

The 4A Project provides technical assistance, mentoring and physical support, all targeted at building the capacity of the HOO to become a sustainable institution with qualified Afghan staff performing and achieving organizational goals in accordance with international best practice, while understanding the limitations of the current Afghan context. Our training programs are very much focused on strengthening practical skills and utilizing on-the-job mentoring extensively. As a young organization, the HOO needs to upgrade and standardize its systems and procedures and the 4A Project is focused on these objectives. Other than our COP, all long-term technical advisors are Afghans. Our public outreach subcontractor is Afghan, as well as the implementing partner for the public opinion survey.

RELATIONSHIP WITH COUNTERPART AGENCY (HOO)

The 4A Project has paid special attention to fostering a special and trusting relationship with the High Office of Oversight. Despite the change in HOO leadership within three months after project startup and the departure at that time of many HOO mid-level managers, the Project has developed a strong day-to-day working partnership with the HOO at all levels. Specifically, we listen to their needs, dialogue to design the plan of action, and make recommendations based on best practice; thus, the HOO remains fully involved in the decisions and implementing activities. We have developed a common understanding that our goal is to provide practical and active support to strengthen the HOO's capacity and to produce visible results related to the HOO's goals.

SPECIAL CIRCUMSTANCES

Due to the Presidential decree in early October 2010 limiting the use of private security contractors, most start-up and technical activities on the 4A Project were delayed for three months. In addition, the USAID COTR requested that two activities in the Task Order be put on hold until other more pressing activities were accomplished – supporting a regional presence for the HOO and communications training and support for the HOO.

NEXT STEPS

In Year 2, the following activities are included in the 4A Project work plan.

Objective I. Planning for institutional development and sustainability of the HOO

1.1 Provide sub-award to AUAF to conduct M&E training for HOO staff

1.2 Support implementation of HR Assessment recommendations along with the UNDP ACT Project

Objective 2. Assist the HOO to carry out responsibilities in priority areas

2.1 Complete BPR toolkit and conduct training

2.2 Develop guidance letter for Ministries on action planning

2.3 Provide technical capacity support of HOO to provide consulting in BPR

2.4 Develop approaches for HOO to monitor implementation of ministry action plans

2.5 Award grants to NGO legal offices to pilot administrative resolution of corruption complaints

2.6 Work with UNODC and HOO to merge 4 existing databases for case tracking

2.7 Replace existing complaint boxes with sturdy, more visible and user-friendly complaint boxes in all government ministries and agencies in the city of Kabul

2.8 Develop new complaint form, print them and have them available at complaint boxes

2.9 Support strengthening of complaint processing

2.10 Develop and implement online complaints form as well as other channels for complaints registration

2.11 Continue support for asset registration workshops

2.12 Develop FAQ sheet on asset registration

2.13 Seek to get SIGAR or other organization to conduct audit training for HOO Asset Department

2.14 Implement e-filing for asset declarations

2.15 Improve asset declaration form for next year

2.16 Improve and pilot asset verification procedures

2.17 Support development and implementation of a clear publications policy for declarations

2.18 Develop database of all eligible officials required to declare their assets

2.19 Prepare video clips and tutorials about asset declaration

Objective 3. Increase citizen awareness of HOO and its activities and support increased civil

society engagement with HOO to fight corruption.

3.1 Present the results of the 4A survey to the HOO leadership

3.2 Conduct training of NGOs on anticorruption issues and activities

3.3 Support development of NGO coalitions

3.4 Conduct small grants programs

3.5 Conduct NGO grantee workshops

Objective 4. Provide HOO with needed facilities and equipment

4.1 Transfer information and bids to construct HOO conference and IT rooms to the UNDP ACT Project

4.2 Deliver limited IT-related equipment to the HOO

Performance Monitoring Plan – Year 1 (October 1, 2010 – September 30, 2011)

Performance Indicator	Definition & Unit of Measure	Baseline and Targets	Year 1 Results	Remarks	Outcome
Objective 1. Planning for institutional development and sustainability of HOO					
1. Institutional development benchmarks for the HOO are achieved that seek to promote a sustainable organization	**Definition:** Development, approval and implementation of institutional development (ID) mechanisms, such as a Strategic Plan and Human Resources Assessment **Unit:** Number of ID mechanisms produced and implemented; number of recommendations implemented	**Baseline: 0** **Yr 1 Target: 2 ID mechanisms conducted and approved and implementation of 20% of recommendations initiated** Yr 2 Target: 2 ID mechanisms conducted and implementation of 50% of recommend-ations started	**2 mechanisms implemented + 25% of recommendations initiated**	Mechanisms: Strategic Plan and Human Resources Assessment Recommendations: Realignment of departments implemented; other recommendations include clearer job descriptions, SOPs for each unit, and training plan	Target achieved
Objective 2. Support HOO in carrying out responsibilities in priority areas					
2. Number of Ministers and other officials that submit asset registrations as required by law.	**Definition:** The number of Ministers and other identified target groups of public officials that were notified to register by the HOO and that have filed asset registrations **Unit:** Number and percent	**Baseline: 0 notified and 1900 registered** **Yr 1 Target: 20% of 3500 notified and 2100 new registrations** Yr 2 Target: 30% of 3500 notified and 600 new registrations	**Notified: 755 (21.6%) (M=696/F=59) + Registered: 587 (16.8%) (M=523/F=64 est.) +** Total Registered since program began in 2009 (71.2% [2492 of 3500])	Number of govern-ment officials notified through workshops and registered in HOO database out of estimated 3500 eligible.	Target partially achieved: Greater efforts will be made to promote annual registration as required by law through workshops and publicity
3. Number of asset registrations that are verified by HOO.	**Definition:** A sample of asset registry submissions that meet/pass compliance requirements	**Baseline: 0** **Yr 1 Target: 2% sample of declarations registered that year**	**11 (2%) being verified**	Five ministers and 6 directors being verified this year using bank account and	Target achieved

Performance Indicator	Definition & Unit of Measure	Baseline and Targets	Year 1 Results	Remarks	Outcome
	Unit: Number	Yr 2 Target: 5% sample of declarations registered that year		immovable property records.	
4. Number of Ministries and/or other government agencies/offices that submit acceptable anticorruption strategies/action plans with HOO assistance.	**Definition:** The number of ministries that complete acceptable anticorruption strategies based on HOO (and project) criteria **Unit:** Number of strategies approved by HOO	**Baseline: 0** **Yr 1 Target: 5** Yr 2 Target: 45	**39 submitted plans acceptable to HOO**	39 submitted acceptable plans; 6 submitted plans that were sent back for revision; 5 submitted no plans to date	Target achieved
5. Number of government institutions with which the HOO has signed and implemented inter-institutional protocols	**Definition:** The number of government institutions that draft, sign and implement Memoranda of Understanding with the HOO to share information, coordinate activities, provide expert guidance, etc., for example **Unit:** Number of MoUs	**Baseline: 2 (MoI and FIU)** **Yr 1 Target: Additional 2 MOUs (for example, with MCTF, SIU, AGO, COA, Civil Society Forum)** Yr 2 Target: Additional 4 MOUs	0		Target not achieved: Greater attention will be paid to helping HOO draft and implement MOUs with other government departments
Objective 4. Assist HOO to successfully publicize its work, improve perceptions and engage stakeholders					
6. Percentage of Afghans who report knowledge of HOO and its activities (disaggregated by gender and age)	**Definition:** The number of Afghans who are aware of HOO, its purpose and have knowledge of how to file complaints **Unit:** Percent	**Baseline: no available measurement** **Yr 1 Target: Additional 10%** Yr 2 Target: 75%	**72.0%** **M=77%/F=68%** **15-17 yrs=66%** **18-20 yrs=73%** **21-24 yrs=76%** **25-29 yrs=76%** **30-39 yrs=72%** **40-49 yrs=72%** **50+ yrs=71%**	Based on Gallup survey (July 2011)	Target achieved

Performance Indicator	Definition & Unit of Measure	Baseline and Targets	Year 1 Results	Remarks	Outcome
7. Percentage of Afghans who evaluate the HOO and its work positively. (disaggregated by gender & age)	**Definition:** The number of Afghans who have a favorable impression of the effectiveness of HOO **Unit:** Percent	**Baseline: no available measurement** **Yr 1 Target: Additional 5%** Yr 2 Target: 75%	**73%** **M=76%/F=71%** **15-17 yrs=71%** **18-20 yrs=77%** **21-24 yrs=77%** **25-29 yrs=76%** **30-39 yrs=73%** **40-49 yrs=70%** **50+ yrs=72%**	Based on Gallup survey (July 2011): Belief that HOO is effective in at least one of its core anticorruption functions	Target achieved
8. Number of anti-corruption reform initiatives developed and/or implemented jointly with civil society and/or private sector stakeholders.	**Definition:** The number of anticorruption reform initiatives jointly undertaken by HOO and civil society organizations (for example, dialogues, joint public awareness programs, other outreach activities) **Unit:** Number, by type of reform initiatives	**Baseline: 0** **Yr 1 Target: 3 initiatives** Yr 2 Target: 25 initiatives	**22 initiatives (5000 complaint cards & brochures disseminated; 9 government-civil society dialogues; 12 government-civil society meetings to make government procedures transparent**	Complaint cards and brochures produced with HOO and civil society support and disseminated by both; dialogue meetings (6 CSO, 1 media, 1 private sector, and 1 MEC-civil society forum); 12 meetings organized by SURDO in Kabul and 4 northern provinces to make ID card, driver licenses and passport procedures more transparent	Target achieved
US Foreign Assistance Framework and Additional Indicators					
9. Number of anti-corruption measures implemented	**Definition:** The number of reforms, procedural changes, and laws that are implemented and are meant to reduce corruption (that is, any law, regulation, decree or government procedure that is implemented during the year	**Baseline: 0** **Yr 1 Target: 10** Yr 2 Target: 10	**5**	1. Establishment of the MEC (May 2011) 2. HOO agreement letter with NATO (July 2011) 3. Initiation of series of Asset	Target not achieved: Greater attention will be paid to achieving visible reform results given technical work expended

Performance Indicator	Definition & Unit of Measure	Baseline and Targets	Year 1 Results	Remarks	Outcome
	that explicitly indicates that its purpose is to reduce corruption) **Unit:** Number			Registration workshops (June 2011). 4. New HOO Strategic Plan developed and approved (Dec 2010). 5. HOO report on Kabul Bank scandal sent to President (May 2011).	
10. Number of government officials receiving USG-supported anticorruption training (Disaggregated by gender)	**Definition:** The number of government officials participating in all training provided by the 4A project **Unit:** Number	**Baseline: 0** **Yr 1 Target: 100** Yr 2 Target: 200	**992** **M=896/F=96**	Training workshops provided to HOO staff and senior officials throughout central government (via Asset Registration Workshops)	Target achieved
11. Number of mechanisms for external oversight of public resource use supported by USG assistance implemented	**Definition:** The number of external oversight mechanisms supported by the 4A project **Unit:** Number	**Baseline: 0** **Yr 1 Target: 1** Yr 2 Target: 2	1	Asset declaration & verification mechanism	Target achieved
12. Number of civil society organizations receiving USG assistance engaged in advocacy interventions	**Definition:** The number of CSOs supported by 4A Project that are engaged in anti-corruption advocacy and education **Unit:** Number	**Baseline: 0** **Yr 1 Target: 4** Yr 2 Target: 5	4	4 CSO grantees achieved tasks of public education & advocacy for anti-corruption goals	Target achieved